

PERSONAL SERVICES QUESTIONS – 2007 SESSION
Governor's Office

1. **Has the agency implemented a broad band pay plan, agency-wide or for selected jobs?**

About 50% of the positions in the Governor's Office are not subject to any pay plan, but are appointed staff who serve at the pleasure of the Governor.

The Budget Office (about 75% of the classified staff) implemented the broad band plan in 1999. The rest of the classified staff (with a couple of exceptions) were moved to the broad band in Fiscal Year 2006

**What were the estimated cost increases in the year of implementation?
How were these costs funded (by holding vacant positions open,
appropriations for other purposes that were unexpended, etc)?**

Governor's Office funding is General Fund, so we are limited more than some agencies are.

OBPP: Initial cost for implementing the broadband was minimal, and was within existing resources. Any adjustments are made from available moneys, usually from holding positions vacant AFTER vacancy savings targets are met.

Governor's Office/ Residence / Coordinator of Indian Affairs / Citizens' Advocate: The office received funds (DP222) in the 2005 legislative session to implement the broad band for classified staff in the office. The legislature authorized funds to move these staff to market for their job classifications. Since, in most cases, the positions had not been reviewed for many years, it was necessary to write new position descriptions and reclassify them under Pay Plan 60 before converting them to the broad band pay plan. This resulted in one downgrade, but mostly lateral moves.

Air Transportation Program: The pilot position was classified under the broad band pay system because it was necessary to have the flexibility to negotiate a competitive salary to attract any applicants at all. This was funded by using operating expense funds for pilot training, since training for the qualified pilot was not needed.

Mental Disabilities Board of Visitors and the Mental Health Ombudsman implemented the broad band pay plan in Fiscal Year 2004, but have never been able to fund it, since they have such limited resources. None of the staff are even paid at entry level for their authorized pay bands.

2. **At what percentage of market are new employees paid? How do employees progress to the market rate for their position? What is the agency's target percent of market? What is the agency average percent of market in FY2006?**

The broad band pay plan gives some flexibility in offering salaries to new employees. Recruitment can be an issue, so new employees are generally paid between entry level and market, keeping in mind fairness to existing employees.

OBPP's plan. Market adjustments are given based on available funds, based upon individual employee performance evaluations, with an overall goal to move all employees who meet or exceed acceptable performance standards closer to market.

Competency models for the rest of the office have not been developed yet because of time constraints, so no progression other than the cost-of-living adjustments funded in the pay plan bill have been given.

The agency average percent of market in FY2006 is 88.9%.

3. **Did the agency have vacant positions for a significant portion (6 months or more) of FY2006? If yes, how many and why were these vacant? How did the vacancies impact agency operations?**

The Office of Budget and Program Planning has had several vacancies. There is usually some difficulty with recruitment - those who apply are often coming from the private sector and make more in their current jobs than we are able to offer.

The office Network Administrator position has also been difficult to recruit for. The position was recently filled after two rounds of advertising and exhaustive work in trying to find a qualified person who would accept the job.

We also compete with other agencies for personnel. Larger agencies with a larger employee pool often have career paths that afford employees a better chance for advancement.

4. **Did the agency have authorized pay exceptions for pay plan 60 positions? If yes, why?**

No exceptions under Pay Plan 60 were requested or given.

5. **Did the agency have authorized position upgrades or downgrades for pay plan 60 positions? If yes, why?**

New position descriptions were written for all positions in the Governor's Office which had been in Pay Plan 60 and were reclassified in preparation for a move to Pay Plan 20. Some of the positions in the Governor's Office had not been reviewed for 15 years. After new job descriptions were written and reviewed under the old system, the positions were accurately moved to Pay Plan 20. Most positions remained at the same grade; one was downgraded because job duties had changed since the position description had last been reviewed in 1990.

6. **What challenges does the agency face in recruiting and retaining staff? What actions has the agency taken to address recruitment and retention issues? Is the agency competing with other state agencies or the public sector for staff?**

OBPP has had particular difficulty with recruiting qualified applicants as well as with retention. Applicants from other state agencies are rare, and typically applicants are coming from the private sector with current salaries much higher than what OBPP is able to pay, or the applicants are straight out of college with little or no experience. If time permits, applicants with no experience can be brought on and trained. However, the two most recent vacancies occurred just before the Legislative Session and a training assignment is not practical.

Retention at OBPP can also be an issue. One unit within the Budget Office had 100% staff turnover since the last Legislative Session. Due to the workload associated with the office, burnout can become an issue. OBPP has developed a career ladder that recognizes individual employee performance and competencies. This has helped with retention issues but has not resolved them completely.

7. **Are agency staff members represented by collective bargaining units?**

No.